



THE CITY OF SAN DIEGO **MANAGER'S REPORT**

DATE ISSUED: October 6, 2005

REPORT NO. 05-203

ATTENTION: Natural Resources and Culture Committee,
Agenda of October 12, 2005

SUBJECT: Torrey Pines Golf Complex Improvements

SUMMARY

Issues

1. Should the Natural Resources and Culture Committee approve the conceptual design for the proposed Site Improvements, Course Upgrades, Clubhouse Replacement and Tournament Support Facility at the Torrey Pines Golf complex?
2. Should the Natural Resources and Culture Committee direct staff to return to City Council with a complete financing plan for the proposed Golf Complex improvements for Torrey Pines?

Manager's Recommendations

1. Approve the conceptual design for the proposed Site Improvements, Course Upgrades, Clubhouse Replacement and Tournament Support Facility at the Torrey Pines Golf complex.
2. Direct staff to return to City Council with a complete financing plan for the proposed Golf Complex improvements for Torrey Pines.

Other Recommendations – On January 11, 2005 the City Council supported the staff recommended site plan alternative and directed staff to investigate partnering with the Century Club for the design and construction of the proposed project. Subsequent to this direction, the project team has made several presentations regarding the proposed project. At each presentation the project team has strived to identify and address issues and concerns from each stakeholder group. These presentations have consisted of informational updates as the project program and design has been developed. Stakeholders receiving presentations and providing input into the design process have included:

- Golf Advisory Council (February 7, 2005, April 21, 2005)
- Torrey Pines Women's Golf Club (June 28, 2005)
- Torrey Pines Men's Golf Club (June 21, 2005)
- Park and Recreation Board's Design Review Committee (June 8, 2005)
- Park and Recreation Board (July 21, 2005)
- University Community Planning Group (June 14, 2005)
- Torrey Pines Club Corporation (April 29, 2005)
- Lodge at Torrey Pines (April 29, 05, June 13, 2005)
- Hilton-La Jolla Torrey Pines (April 29, 2005)

On September 29th 2005, the Golf Advisory Council voted 7-2 to recommend conceptual approval of the proposed improvements at the Torrey Pines Golf complex including the Site Improvements, Course Upgrades, Clubhouse Replacement and Tournament Support Facility. At this meeting, staff indicated to the Golf Advisory Council that approval was only for the conceptual design portion of the plan, and that a financing plan for the project would be presented to City Council in the spring of 2006.

Environmental Review – The City of San Diego as lead agency will prepare a comprehensive environmental document for the project in accordance with State of California Environmental Quality Act (CEQA) Guidelines.

Fiscal Impact –

The existing Torrey Pines Golf Course clubhouse and parking lot are insufficient to meet the needs of golf patrons, facility managers and concessionaires. In response to these needs a Capital Improvements Project (CIP) was created to provide for replacement of the existing clubhouse and reconfiguration of the parking facilities. Funding in the amount of \$2,500,000.00 was added to CIP 25-009.0 as part of the FY2006 budget process and approximately \$400,000 have been obligated in order to allow staff and the consultant team to initiate the design process and solicit community input for the proposed project. Per City Council action in January 2005, staff has been investigating funding options for construction management and implementation of the project; including discussions with the Century Club. Staff will return to the full City Council for final approval of the project financing prior to execution of the design build contract and construction.

BACKGROUND

In FY 2005 the City Council created a new CIP 25-009.0. The project was created to address deficiencies that existed at the Torrey Pines golf complex. During the initial steps in the process, staff worked with a consultant to explore possible site planning options to maximize property utilization, improve access, circulation and locate the new clubhouse. As part of these efforts the design team worked to identify issues which could be improved through the redesign and reconfiguration of the site. The issues identified as part of this process included streamlining the customer experience, expanding the existing parking areas, reducing auto and service vehicle conflicts, providing additional tournament support areas, improving Americans with Disabilities Act (ADA)

accessibility, expanding the pro-shop, creating new administrative areas for Torrey Pines Club Corp and City staff, providing expanded food and beverage service, and upgrading and expanding cart storage.

Following this process staff then completed a comprehensive review of opportunities and constraints associated with three alternative site plans. The analysis of the alternatives was presented to various stakeholders and ultimately presented to this Committee in November of last year. Following the endorsement of staff's recommendations for the proposed site plan, the project was forwarded to the City Council for consideration. At the meeting of January 11, 2005, City Council authorized the City Manager to enter into negotiations with the Century Club for the possible future construction of a new clubhouse. The approach identified in the Manager's report discussed a partnering process that would include the Century Club funding the construction of the project as part of a reimbursement agreement and lease structure. The Century Club would also provide construction management expertise for the proposed project. The results of this partnership would be the creation of a new clubhouse for the City and a new tournament support facility that would provide tournament lockers, a tournament hospitality room, dedicated space for both the Women's and Men's golf clubs, and a location for Century Club and Junior Golf administrative offices.

To date, City staff has worked closely with the Century Club and the many stakeholders to assure that all interested users and community groups participate in the design process. Staff has also begun to coordinate with City reviewing departments and the California Coastal Commission regarding the required discretionary permit for the project.

DISCUSSION

The purpose of this report is to update the Natural Resource and Culture Committee regarding the status of the proposed project including the parking lot improvements, clubhouse design, on-course upgrades and tournament support facilities for the Torrey Pines Golf complex (exhibit 2). As part of the update, staff is seeking input and a recommendation for approval of the conceptual design for the project.

Following the action taken by the City Council in January of this year, staff worked with the Century Club to identify and assemble a design team to develop and refine project goals, scope, milestones and budget. This team has diligently pursued each of the project areas and has worked to develop a project implementation plan that will minimize impacts associated with the construction of the project and provide the best possible experience for daily golfers in both the short and long term. The project team is an excellent example of a true public and private partnership that includes design and construction experts, specializing in clubhouse and golf facilities. As project architects, the Dahlin Group has led the design process and Landscapes Unlimited/Kubley Golf has provided site planning and construction expertise.

The Dahlin Group was selected for this project based on their previous performance with the City, their established reputation for designing high-quality golf clubhouses throughout California, their local proximity to the City and their ability to meet the very

demanding time schedule for design and implementation of the project. Counted within their golf clubhouse portfolio are many municipal and public golf clubhouse projects, including the Coronado Golf Clubhouse, the Master Plan for Balboa Park Golf Clubhouse (City of San Diego), Desert Willow (City of Palm Desert), Poplar Creek (City of San Mateo), Lone Tree (City of Antioch), Skywest (City of Hayward), and others.

Landscapes Unlimited/Kubley Golf began their involvement in the process in 2003 when initial site planning alternatives were being developed. They have continued to contribute to the project and their international experience in golf course design, construction and operations has greatly benefited the project.

In addition to the contracted consultants, the project has received support from Century Club members with design and construction expertise. This includes construction and development expertise from Legacy Building Services Inc. Their up to date knowledge of local building practices and material pricing has provided invaluable information to the project.

The following discussion outlines the key components of project goals, scope, milestones and budget.

Project Goals

The primary focus of this project has always been on providing the best possible experience for daily golfers visiting the golf complex, however, the complex has played host to many significant golf tournaments including the annual Buick Invitational, Junior World and the City Amateur. In 2008 the complex will host the United States Open Championship. This major tournament history coupled with the spectacular site and exceptional golf course design have created a complex that has long enjoyed great demand for public play. However, the current site configuration and clubhouse facility is not organized in such a way as to meet our daily customer expectations, nor accommodate the high volume of play, 172,000 rounds annually, and many user groups. In response to these long standing issues, project goals have been developed to create a golf complex that maximizes utilization of the existing site, enhances the golf experience and addresses the many existing facility shortcomings. In order to ensure that the project addresses the many needs of the facility, the project team has broken the project down into four distinct components and identified specific goals for each component. Following is an outline of the project components and the individual goals associated with each.

1. Parking and Circulation Improvements (exhibit 2)

○ *Define the entry to the Golf Course parking lot*

The current arrival sequence does not clearly identify when you are at the golf course and many golf and visitors to the Lodge at Torrey Pines are confused as to where they should park. The new project entry is designed to clearly identify arrival at the golf course.

- *Enhance customer bag drop area*
The bag drop area is currently located at the convergence of the primary parking lot circulation paths. This location causes congestion within the parking lot. The proposed design creates a safer and more customer friendly bag drop area where golfers can pull out of the primary traffic lanes and drop off their golf clubs.
- *Eliminate conflicts with delivery vehicles*
Currently, it is very common for multiple service delivery vehicles to park in the visitor parking areas and/or in the circulation lanes of the parking lot, impeding patron vehicular access. The proposed site plan will eliminate conflicts between service vehicles and patrons, improving patron safety by clearly defining areas for service vehicle and golf course patrons.
- *Improve access to clubhouse by reconfiguring the parking lot layout*
The current layout of the parking lot and clubhouse leaves many guests wondering where to go to check-in as they arrive at the site. The proposed site plan clearly orients golf patrons to the clubhouse by aligning the entry drive and circular bag drop area with the primary clubhouse entry.
- *Enhance pedestrian circulation*
The current site organization and the location of the various check-in points require a guest to find their way around the entire clubhouse and many get confused or disoriented. The new site plan layout is designed to clearly bring a guest to a single point of service for check-in.
- *Increase the number of parking spaces within the parking lot*
The current parking lot can accommodate approximately 260 cars within the paved parking area. The reconfigured parking lot is designed to provide approximately 330 paved parking spaces.

2. Clubhouse (exhibit 3)

- *Provide an attractive clubhouse that meets the needs of daily patrons...fitting of the significant site*
The current clubhouse does not adequately address the daily needs of patrons nor does it possess a welcoming and attractive image. The new clubhouse will be architecturally compatible with the Lodge at Torrey Pines and it will convey an image appropriate for one the most significant municipal golf complexes in the country.
- *Collocate starter and golf shop purchases*
Currently, patrons are required to pay for their greens fees in one location, the outside starters booth, and then to go into the golf shop to pay for their golf cart rental. The new clubhouse will allow for payment of all purchases inside of the golf shop, which is traditional and consistent with industry standards.

- *Provide quality, convenient and economical food service at the clubhouse*
The clubhouse currently has a food and beverage cart that is located on the exterior of the lower level of the clubhouse. This operation provides very limited choices for golf patrons and it is open only a few hours per day. The new clubhouse design provides for a new permanent golfer oriented food and beverage service located within the building. This facility will provide convenient and affordable food and beverage service for both sit-down and walk-up golf customers.
- *Eliminate congestion and conflicts between golfers, tournament staging and maintenance vehicles at the west edge of the clubhouse*
The existing clubhouse facility is located directly adjacent to the first tees for the North and South courses. This proximity creates considerable congestion, safety concerns and noise that impacts patrons as they begin their round of golf. The new facility layout provides additional space for golf cart and tournament staging while maintaining good visual access to the first tees from the starters booth.
- *Create seating and viewing areas for visitors and patrons at the clubhouse area*
Many golf course guests enjoy watching groups tee off and relaxing while taking in the expansive views of the golf courses and ocean beyond. Currently, this activity is confined due to the lack of dedicated seating areas, the limited deck space and the overall activity level of the area. The new design provides for a large deck area oriented toward an exceptional ocean view, where they can sit and relax prior to or following a round of golf.
- *Improve merchandise space*
The current golf shop has enjoyed being one of the top 100 golf shops in the United States for more than a decade. The new clubhouse will be designed to allow this facility to continue providing guests and patrons with excellent support services and current golf merchandise.
- *Improve ADA access*
The current clubhouse is elevated from the surrounding site on all four sides making disabled access more difficult. The new clubhouse will have “on grade” access from the parking lot and it will provide ramp access on all others sides. The project will also include an elevator to further improve universal access.
- *Relocation of the “Walk of Fame”*
The “Walk of Fame” is currently located in a key location along the primary circulation path. The proposed clubhouse will disturb this location and it requires the relocation of the “Walk of Fame” plaques. The new design will accommodate the relocation of the “Walk of Fame” element and they will be placed in a prominent location.

- *Expand administrative areas for the City and the golf shop lessee (operational efficiencies)*

The Torrey Pines golf complex is a very busy facility. As the clubhouse is currently configured neither the City nor the golf shop has adequate space to provide support services to appropriately address customer expectations. The new facility will provide additional space needed to appropriately meet or exceed these customer needs and expectations.

3. On-Course Upgrades

- *Improve facility image*

The support facilities located on the golf courses provide opportunities for golfers to purchase a quick snack or visit the comfort stations during their golf round. Although the facilities are functional, they are not consistent with the desired image and character of the overall complex. This project element will implement the City Council direction of January 11, 2005 by upgrading the complex facilities and furnishings to improve the overall appearance of the golf complex consistent with the Lodge at Torrey Pines. These improvements will be cosmetic upgrades to the building exteriors and they will not impact the surrounding site or structural configuration of the buildings.

- *Enhance the practice putting area*

The current practice putting area provides golfers with the opportunity to experience the greens conditions at each of the golf courses prior to their golf round. However, they are located behind the clubhouse away from the first tees. The new site plan will improve the overall putting practice area and relocate these facilities to an area between the clubhouse and the first tees.

4. Tournament Support Facility (exhibit 4)

- *Provide public meeting areas to accommodate golf clubs, tournaments and various other golf related activities*

The current facility has one small public meeting area that must attempt to meet all of the needs of the many facility patrons. This area is utilized by the Men's and Women's Clubs for their weekly tournaments and other meetings; it is also completely reconfigured for both the Buick Invitational and Junior World tournaments. In its current location and configuration, it is inaccessible and invisible to daily golfers. In short, the space cannot accommodate all of the various needs that exist at the golf complex. The proposed tournament support facility will provide dedicated space for both the Women's and Men's Clubs, it will have office space for the Century Club and Junior Golf and it will include a large gathering room for tournament activities as well as golf meetings and events. These spaces will be complemented with seating areas and a terrace adjacent to the building. This combination of indoor and outdoor areas will allow appropriate space for multiple user groups without impacting daily play.

- *Create tournament locker room areas for professional and public tournaments*

Each year, the Buick Invitational Golf Tournament sets up temporary locker rooms and a hospitality area in banquet rooms at the Lodge. These facilities are adequate, however, they are very small and their location creates some logistical constraints. Currently there is no ability for any public locker facilities. The proposed facility will provide permanent locker facilities that can be scheduled to accommodate tournaments for both public and professional tournaments.

- *Enhance opportunities to provide teaching and educational training for Junior Golf and the general public*

Currently, the golf shop offers golf lessons at the driving range. Opportunities for individual and group teaching will be expanded by the proposed project due to a new teaching room located on the first floor of the tournament support facility as well as the proposed computer lab supporting Junior Golf activities located on the second floor.

Project Scope:

Based on the goals outlined for each project area, the design team has refined a scope of work to address the existing facility needs and deficiencies. The following is a breakdown of the scope of work based on the individual project areas.

1. Parking and Circulation Improvements

- Improve arrival experience and golf course identity with enhanced paving and monument signage
- Improve bag-drop area and provide cart staging at bag-drop
- Reconstruct and expand parking lot. Create approximately 70 additional paved spaces for approximately 330 total. Provide wider driveways and more efficient circulation to improve safety and convenience
- Reconfigure service and delivery area to improve safety and mitigate existing conflicts between delivery trucks and golfer parking
- Provide direct cart access to disabled parking

2. Clubhouse

- Provide a customer friendly design that emphasizes user ease of flow and logically directs patrons to the appropriate sequences of entering and using the facility
- Create an architectural design befitting a world-class facility which regularly hosts major tournaments with international exposure for the City
- Design indoor and outdoor spaces to capitalize on climate and spectacular views to golf course and ocean
- Construct a new clubhouse, with a total of approximately 27,000 s.f.
- Provide approximately 2,600 s.f. new kitchen, service area and seating for golfer oriented food and beverage service

- Eliminate existing “choke point” and other conflicts between cart staging and golf course equipment circulation
- Improve circulation for golfers with pull-carts and disabled access
- Provide lower level storage and service for approximately 160-180 golf carts
- Provide restrooms on lower level
- Enhance golf shop and city golf operations

3. On-Course Upgrades

- Construct new façade improvements on comfort station and half-way house facilities located on the golf courses
- Provide upgraded tee furnishings

3. Tournament Support Facility

- Provide 170 lockers for tournament use
- Provide Men’s and Women’s club rooms (approximately 250 s.f. each)
- Provide a hospitality lounge/meeting room for tournament support
- Provide a new driving range service center
- Provide a teaching room at the driving range
- Provide administrative offices for both the Century Club and Junior Golf on the upper level.

Project Milestones

The project team has worked hard to identify all of the key steps and issues associated with the design, entitlement and construction of the project. The overall project timeline is constrained by the many activities and tournaments that occur at the golf complex on an annual basis. However, the primary factor impacting the project construction is the upcoming U.S. Open Championship that will occur in June of 2008. Although the Open Championship does not require the construction of the new clubhouse, the site cannot be in the middle of a significant construction project while the event is taking place. With this in mind, the project team has developed a timeline for implementation of the project that will complete all construction in November of 2007. This timeline will allow for the new facility to be utilized for the 2008 Buick Invitational Tournament in February as well as the U.S. Open Championship in June. The overall time line is very aggressive and it requires exceptional coordination and execution in order to achieve implementation by November of 2007. The timeline also requires that several activities that would normally occur sequentially be conducted simultaneously. This sequencing further complicates implementation.

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| • Site Selection | January 2005 - Complete |
| • Project Programming | February 2005 - Complete |
| • Consultant Selection | March 2005 - Complete |
| • Conceptual Design Complete | October 2005 |
| • Discretionary Permits and CEQA Complete | January 2006 |
| • Project Funding Considered by City Council | March 2006 |

• Construction Docs Complete	April 2006
• Permits/Bidding Complete	July 2006
• Start Construction	July 2006
• Construction Complete	November 2007

Project Budget

The costs for the proposed project can be broken into three general areas. The first is project costs which will ultimately be the responsibility of the City. These include the majority of the parking and circulation improvements, the clubhouse and the on-course upgrades. The second area includes costs which the Century Club will privately fund, including a portion of the parking and circulation costs and the total costs associated with the tournament support facility. The final area includes costs to improve tenant spaces within the new facilities. These costs will be addressed in full at the time that the Financing Package is brought forward in spring of 2006.

Throughout the last year the project design team has worked to create and manage a budget for the overall project. Initially, these estimates were based solely on historic construction costs; however, the team has refined the estimates as more design information has become available. This process of refining the project estimate will continue throughout the development of the construction documents for the project and will conclude with bidding of the project. The project team has strived to create the most complete estimate possible relying on staff, as well as professional builders and contractors.

The specifics of the proposed project and financing will be part of a future action considered by the City Council. However, all City costs associated with the project will be the responsibility of the Golf Enterprise Fund, which are revenues generated exclusively from golf users and include no General Fund support or obligation.

The following is a complete breakdown of the project costs by area.

1. Parking and Circulation Improvements	*Soft Costs:	\$1,416,295
	**Construction:	\$3,240,027
	Total Cost:	\$4,656,322
2. Clubhouse	*Soft Costs:	\$2,607,712
	**Construction:	\$5,965,608
	Total Cost:	\$8,573,320
3. On-Course Upgrades	*Soft Costs:	\$ 152,993
	**Construction:	\$ 350,000
	Total Cost:	\$ 502,993

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|---|---|
| 4. Tournament Support Facility***
(All costs for this facility will be the responsibility of the Century Club) | *Soft Costs: \$ 1,211,578
**Construction: \$ 2,771,729
Total Cost: \$ 3,983,307 |
|---|---|
- * All costs associated with the design, project management, permitting, environmental assessment, site testing, surveying, contingencies and risk abatement of the project.
- ** All costs associated with physical construction of the project including materials, labor and overhead. These numbers do not include furnishings, fixtures and equipment (F.F.& E.).
- *** All costs associated with the tournament support building to be the responsibility of the Century Club.

Summary

In summary, staff has worked to develop a strong design team that could accurately identify facility shortcomings, design a plan to address these needs and work closely with various stakeholders to refine a project that uniquely responds to the site and its many needs. The culmination of these efforts is a project that provides solutions for a variety of deficiencies, long over due and creates a facility fitting this world class municipal golf complex. Specifically the project:

- Enhances golfer arrival and parking at the site through improvements to vehicular use areas and pedestrian circulation routes, and eliminates conflicts with vendors and delivery vehicles
- Increases parking capacity from approximately 260 to approximately 330 spaces
- Improves the overall course facility's ability to address daily golfer needs and expectations by improving customer service and simplifying the check-in process
- Eliminates current safety concerns between golfers, vehicles, vendors and staff
- Provides high quality, affordable and accessible on site food and beverage service
- Expands staging areas for daily tournament activities, eliminating conflicts with daily golfers
- Improves accommodations for public and professional tournaments by providing tournament locker facilities as well as an expanded hospitality area.
- Provides dedicated, separate spaces for the Women's and Men's clubs and opportunities for educational training for public and Junior golfers
- Maximizes the return of Golf enterprise revenues allowing the overall golf system to benefit
- Improves the accessibility of the site to all users
- Provides and enhances viewing areas for spectators and golf patrons at clubhouse facility

Alternatives:

1. Conditionally approve or modify portions of the conceptual design for the proposed projects including the parking and circulation improvements, on-course upgrades, clubhouse replacement and tournament support facilities for the Torrey Pines Golf Complex.
2. Do not approve the conceptual design for the proposed projects including the parking and circulation improvements, on-course upgrades, clubhouse replacement and tournament support facilities for the Torrey Pines Golf Complex.

Respectfully submitted,

Mark Woodward
Golf Operations Manager

Ted Medina
Park and Recreation Director

Approved: Ellen Oppenheim
Deputy City Manager

MW/MM/kjo

Note: The attachments are not available in electronic format. A copy for review is available in the Office of the City Clerk.

Attachments: Exhibit 1. Existing Site Plan
Exhibit 2. Proposed Site Plan
Exhibit 3. Clubhouse Site Plan
Exhibit 4. Tournament Support Facility Site Plan